

TABLE E-1 List of Orthopaedic Surgery Departments for Survey Data

1. Brown University
2. Cleveland Clinic Foundation
3. Dartmouth-Hitchcock Medical Center
4. Duke University School of Medicine
5. Emory University School of Medicine
6. Georgetown University
7. Indiana University School of Medicine
8. Johns Hopkins University
9. Loyola University Chicago
10. Massachusetts General Hospital/Harvard Medical School
11. Mayo Graduate School of Medicine
12. Rush-Presbyterian St. Luke's Medical Center
13. State University of New York Upstate Medical University
14. Thomas Jefferson University
15. University of Pittsburgh Medical Center
16. University Hospitals of Cleveland/Case Western Reserve University
17. University of Alabama at Birmingham Medical Center
18. University of California Los Angeles Medical Center
19. University of California San Francisco
20. University of Iowa
21. Penn State College of Medicine; Milton S. Hershey Medical Center
22. University of Miami Jackson Memorial Medical Center
23. University of Michigan
24. University of Rochester
25. University of Tennessee Campbell Clinic
26. University of Texas Southwestern Medical Center
27. University of Utah
28. University of Virginia
29. University of Wisconsin
30. Washington University School of Medicine
31. Yale-New Haven Medical Center

TABLE E-2 Survey Questions

1.a.) At my institution/practice there has been pressure for Orthopaedic faculty to produce more clinical work at the expense of academic work. (Define clinical work as seeing outpatients and operating; define academic work as papers, chapters, grant writing, research, teaching, lectures, committee work, etc.):

- ☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree

1.b.) If so, has this pressure been noticed mostly in the last...

- ☐ 2 years?
☐ 5 years?
☐ 10 years?
☐ Other?

2.) Is your department affiliated with a School of Medicine?

3.) How would you best categorize your department's relationship to your parent institution?

- ☐ Separate legal entity
☐ Multi-specialty legal entity/practice plan
☐ Hospital/institution owned (full employment model)

4.) Does your department pay a tax to a dean?

5.) Does the dean (if applicable) have the power to further tax your department profit to subsidize other departments?

6.a.) How do you compensate faculty for **clinical** productivity?

- ☐ Base salary only
☐ Salary plus bonus
☐ Other

Please describe if desired:

6.b.) How is the salary determined?

- | | |
|---|---|
| <input type="checkbox"/> Collections | <input type="checkbox"/> Academic rank |
| <input type="checkbox"/> Billings | <input type="checkbox"/> Chairperson's decision |
| <input type="checkbox"/> RVUs | <input type="checkbox"/> Committee decision |
| <input type="checkbox"/> Other work units | <input type="checkbox"/> Other |

Please describe if desired:

6.c.) How is the bonus determined?

- | | | |
|---|---|--------------------------------|
| <input type="checkbox"/> Chairperson's decision | <input type="checkbox"/> Committee decision | <input type="checkbox"/> Other |
| <input type="checkbox"/> By formula | <input type="checkbox"/> Academic rank | |

6.d.) If "By formula," what are the determinants?

- | | | |
|--------------------------------------|---|--------------------------------|
| <input type="checkbox"/> Collections | <input type="checkbox"/> RVU's | <input type="checkbox"/> Other |
| <input type="checkbox"/> Billings | <input type="checkbox"/> Other work units | |

Please describe if desired:

7.a.) Do you compensate faculty for academic productivity?

☐ Yes

☐ No

7.b.) If "Yes," how do you do this?

☐ Academic rank

☐ Chairperson's decision

☐ Dean's decision

☐ Point system

☐ Committee decision

☐ Other

7.c.) If you use a point system, please describe in detail or attach a copy of your methodology. For example, if you use a point system, how are points apportioned?

8.a.) Have you changed your academic productivity methods since you have been chairperson?

☐ Yes

☐ No

8.b.) If so, what was it before?

☐ Academic rank

☐ Chairperson's decision

☐ Dean's decision

☐ Point system

☐ Committee system

☐ Other

Briefly explain if desired.

9.) If you offer an academic bonus to faculty, what is your percentage estimate of total compensation that this bonus could account for (e.g., approximately 5%, 10%, 15%, greater than 20%...)?

10.) If you give an academic bonus, are these consistently given every year? If not, does it depend on profitability of the department as a whole?

11.) Do chairmen themselves participate in the academic bonus (i.e., can the chairman receive an academic bonus)?

12.) Additional questions for programs without an academic bonus:

Your program identified itself as choosing not to have an academic bonus. Why?

a) Is the culture strong enough not to need one?

b) A conscious effort to reward only clinical work?

c) Other?

TABLE E-3 Point System #4

Category	Points
Scholarly work – 40% allocation;	
Max points per person = 10	
First author in journal	2
Senior author in journal	2
Mid author in journal	1
First author in presentation	1
Senior author in presentation	1
Mid author in presentation	0.5
Author of book chapter	1
Editor of book	5
Editor or trustee of national journal	5
Teaching - 20% allocation;	
Max points per person = 5	
Medical school teaching	2
Evaluation by residents	3
Teaching conference attendance	2
Other	2
Academic rank - 20% allocation;	
Max points per person = 5	
Professor	4
Associate professor	2
Tenure	1
Assistant professor	0
Service - 20% allocation;	
Max points per person = 5	
Chairman	5
Board of directors	2
Director of service	2
Member of national committee	1
Member of local committee	1
Officer of national organization	2
Max total = 25	

TABLE E-4 Point System #5
ACADEMIC INCENTIVE PROGRAM
For clinical investigators

PEER-REVIEWED ARTICLES

Category I

Five Points

JBJS (Am)

J of Biomechanics

J of Orthopaedic Research

Category II

Three Points

Archives of Physical Medicine & Rehabilitation

Foot and Ankle International

J of American Society of Sports Medicine

J of Arthroplasty

JBJS (Br)

J of Hand Surgery

J of Orthopaedic Trauma

J of Pediatric Orthopaedics

J of Shoulder & Elbow Surg

J of Reconstructive Microsurgery

Microsurgery

Spine

Category III

Two Points

American J of Physical Med & Rehab

Acta Orthopaedic

Scandinavica

Clinical BioMechanics

Clinical Orthopaedics & Related Research

Developmental Medicine & Child Neurology

Gait and Posture

J of the American Academy of Orthopaedic Surgeons

J of Applied Biomechanics

J of Arthroscopy

J of Orthopaedic Techniques

J of Spinal Deformities

J of Trauma

Medicine & Science in Sports & Exercise

Editorship of Book

Category IV

One Point

All Other Peer Review Journals

Book Chapters (maximum 3 points)

Case Report (All journals in the 2 to 5 point categories)

Diabetes

Diabetes Care

American Journal of Sports Medicine

From the standpoint of authorship, first and last authors will be allotted full points as listed above. All other authors (second, third, etc.) will receive half the allotted points.

PRODUCTIVITY LEVEL

For advancement in the School of Medicine, a self-directed threshold of annual academic activity is recommended. Please devise a plan based on your objectives and on the information provided above for discussion at the annual meeting.

Senior Faculty Threshold: 3-4 publications per year; impact factor: 15

Junior Faculty Threshold: 2-3 publications per year with significant attention given to those with greater than 5 per year; impact factor: 12

*Threshold is suggested minimum level of achievement for participation in incentive program.

***NIH grants:**

R01 (new or competing continuation) - 5 points

R03 - 3 points

OREF - 3 points

Non-competing continuations (>50K) - 1 point

**Grants from other agencies of

1) > \$100K/year with a minimum of 3 years funding that carry indirect costs – 4 points

2) > \$50K/Year with minimum of 3 years – 2 points

ACADEMIC ACHIEVEMENT

Impact Factor

16+

12-16

1-11

Level

1

2

3

Level: 1 - Upper Level

2 - Mid Level

3 - Lower Level

ACADEMIC INCENTIVE PROGRAM

For basic science researchers

Manuscript Categories (* indicates upgrade of journal to represent orthopaedic emphasis)

<u>Category I</u> Five Points	<u>Category II</u> Four Points	<u>Category III</u> Three Points	<u>Category IV</u> Two Points	<u>Category V</u> One Point
Cell	EMBO J	Am J Pathol	*ASME J Biome Engr	Arch Biochem Biophys
Genes & Development	FASEB J	Arthritis Rheum	BBRC	Biochem Biophys Acta
Immunity	J Biol Chem	Bioassays	Biochem J	Cell Immunol
Mol Cell	J Cell Biol	*Bone	*Calcified Tissue Int	Cell Tissue Res
Nature	J Clin Invest	J Bone Min Res	Cell Growth Differ	Clin Orth & Related Res
Nature Cell Biol	J Exp Med	*J Biomech	Cell Signaling	Connective Tissue Res
Nature Genetics	Proc Natl Acad Sci	*JBJS (Am)	Developmental Dyn	Cytokine
Nature Biotech		J Cell Sci	Endocrinology	Differentiation
Nature Med		*J Ortho Res	Eur J Immunol	Endocr J
Science		Mol Biol Cell	FEBS Letter	Endocr Res
		Mol Cell Biol	J Cell Biochem	Exp Cell Res
		Mol Endocrinol	J Leukocyte Biol	Inflammation
		Oncogene	Matrix Biology	Inflamm Res
			Tissue Engineering	Int Biochem Cell Biol
				J Cell Physiol
				J Hand Surg
				J Mol Endocr
				J Rheumatol
				Life Sci
				Spine
				Review articles
				Invited papers (2 max)
				Book chapter
				Invited presentation (ASBMR, ORS, Keystone, Gordon, and high profile meetings-3 max)
				Visiting professorship (exclude WU-2 max)

LEVELS OF ACHIEVEMENT:

<u>Points-total</u>	<u>Level</u>
>14	1
7-14	2
1-7	3

*NIH grants:

R01 (new or competing continuation)	5 points
R03-	3 points
OREF-	3 points
Non-competing continuations (>50K)-	1 point

**Grants from other agencies of:

1)	>100K/year with a minimum of 3 years funding that carry indirect costs – 4 points
2)	>50K/year with minimum of 3 years – 2 points

Principal investigators (grants), first and last authors (papers) receive full credit. All others ½ credit.

TABLE E-5 Point System #6

Academic Considerations

Publication in major peer review journal @ 5% of bonus pool

Publication in minor professional journals @ 1% of bonus pool

Division educational contributions

- Morning conference
- Organization grand rounds
- Library oversight and supervision

“Citizenship” factor

- Residents’ award for outstanding teaching
- Extra call coverage for another faculty